OFFICE OF SECURITY ANNUAL REPORT - FY 1974

25X1

SECTION A - GENERAL

1. Fiscal Year 1974 for the Office of Security was one
of reorganization, reflection, and learning. The Office began
FY 1974 with an authorized T/O of [   ]
[   ] The average employment of the Office
fell from [   ] due to numerous retirements and the
application of a surplusage program. Funding decreased
[   ] In terms of
management, the year saw the departure in February 1974 of
a Director of Security who had been in the position for ten
years, the interim assignment of an Acting Director of Security
in March, and the elevation of the former Deputy Director in
April to the position of Director. Extensive changes in
secondary and tertiary managerial assignments also took place.

2. The reduced staffing ceiling levied on the Office
of Security, which was to be reached in FY 1974, dictated
the need for a general Office reorganization. The Director
of Security established a Task Force in April 1973, comprised
of third level managers, and tasked this group to rework the
Office into a sound functional organization based on 9.5
percent fewer positions. A reorganization plan was accepted
in June 1973 that was the product of the Office. In addition
to the Task Force, four subcommittees and numerous working
groups drawn from the fourth and fifth managerial levels
developed a detailed, step-by-step implementation plan. This
plan unfolded in a series of timed moves beginning with the
unveiling of the plan to all personnel in a general meeting
in July. The last physical moves were completed 31 January 1974.

3. Managerially, the reorganization has resulted in better
control. Three staffs were eliminated and their functions
reassigned to line elements. The consolidation of personnel
security, investigations, and operational support activities
has permitted the complete security screening process for all
types of clearances to be the responsibility of one functional
deputy director. The resulting success and efficiency of this

25X1

move is attested to by a reduction in monthly average clearance time for staff employee cases to as little as 39 days from previous highs of over 70 days in FY 1973. Changes in the physical and technical security areas consisted of minor adjustments which experience indicated could lead to greater efficiency.

4. Fiscal Year 1974 also saw the establishment of a new competitive evaluation system for professional employees, a restructuring of the Management Advisory Group, and the creation of a registry for the Office. With the assistance of new career management panels, security careerists are now ranked professionally by grade, and these rankings are used by the Office of Security Career Board for purposes of pro-motions, assignments, training, and identification of those employees in need of counselling. The new Security Management Advisory Group, whose membership is selected annually on a rotational basis from junior to middle professional ranks, studies self-generated topics as well as items referred to it by the Director of Security. The SMAG was designed to aid and complement the formal management machinery of the Office by conducting studies of problems and issues affecting the overall functioning of the Office and recommending courses of action to the Director or Deputy Director of Security. The registry, as a service of common concern to the Office, promotes efficiency in managerial control over key policy papers needed to carry on Office business.

5. The Office of Security is largely a service organi- zation and is dependent on the security requirements of other Agency components in forecasting its workload. In the face of reduced resources, this has necessitated a thorough re- examining of the requirements levied on the Office. For example, in the technical security field there has been increased com- munication with the customer to validate requirements and to analyze the seriousness of the technological threat these

25X1

The latter effort spanned most of FY 1974 and will be completed in late July 1974. The concentration of personnel resources on meeting high priority requests of the Senate Select Committee on Presidential Campaign Activities over an extended period of FY 1974 further tested the resiliency of the Office. In terms of recordkeeping and files storage, the Office relieved a severe space problem with the installation of mobile shelving and the institution of a microfiche operation. Delay was experienced in improved automated data processing procedures

when a new case control and report system (CAPER-OS) became a casualty to a reordering of priorities due to technical difficulties in bringing up various Manpower Assistance Program ADP projects. A simplified Office of Security Case Control and Reporting System (OSCCAR) has been designed in its place.

SECTION B - PERFORMANCE AGAINST FY 1974 OBJECTIVES

1. The Office of Security began FY 1974 by tracking 23 objectives, all at the Directorate level. After two bi-monthly conferences, these objectives were consolidated into 20, with one dealing with computer security activities broken down into 15 sub-objectives. Milestones for five of these objectives did not call for tracking until FY 1975. In a boxscore sense, eight objectives were achieved and three more partially reached. Four other objectives in whole or part planned for completion in FY 1974 slipped into FY 1975.

2. In the computer security area, training and orientation objectives were achieved through liaison with the Office of Joint Computer Support and the presentation of a computer security seminar for selected Agency employees. The test and evaluation of the software disconnect facility of the OJCS Interactive System was completed; it proved to be effective during nonbusiness hours. A companion check of all remote computer terminals to determine proper installation and maintenance from a security viewpoint was also completed. The report of the security analysis and testing of the OJCS 67/1 Interactive Computer System with certain logical follow-on actions was also completed. A security audit trail for the OJCS 67/1 Interactive System was implemented and is functioning well. Through the Computer Security Subcommittee of the United States Intelligence Board an Intelligence Community policy paper on the sanitization of magnetic storage media was produced and published.

25X1

SECTION C - OTHER FY 1974 ACTIVITIES

1. Security Support to the Intelligence Community:

    a. In November 1973, Presidential approval was given
to modify the security controls governing the product of photo-
graphic reconnaissance satellites. As a result the Office of
Security participated in an interagency steering committee
and a working group under the direction of the Committee on
Imagery Requirements and Exploitation (COMIREX) established

to devise detailed implementation plans. A phased implemen-
tation of new guidelines was in effect by the close of FY 1974.
It is anticipated that a revised TALENT-KEYHOLE security
control manual will be ready for DCI approval early in FY 1975.

b. An Office of Management and Budget Federal Mapping
Task Force report generated widespread interest on the part
of federal departments and agencies in the use of domestic
TALENT-KEYHOLE photography for various civil applications.
The Office of Security has monitored developments, providing
interim guidelines as necessary, and is keeping senior Agency
officials informed of developments.

c. In providing support for the United States
Intelligence Board Security Committee, the Office prepared
a revision of DCID No. 1/11, subject, Security Committee, and
coordinated two surveys relating to the dissemination and
handling of sensitive intelligence materials.

2. Computer Security Activity:

The Office dedicated a member of its staff for a
period of six weeks to the Central Badge and Credential System
(CENBAD). CENBAD developed into an unplanned priority of the
Management Assistance Program. During this period, errors in
the data base were identified and corrected, and personnel in
the Badge Office were trained in terminal use. Shortcomings
of system design were identified and recommended changes are
being implemented. Problems in implementing the CENBAD system
were also identified with appropriate corrective action being
taken.

3. Headquarters Security Support:

a. The procedure for handling "crank" mail and special
correspondence with security overtones was revised and for-
malized. A backlog of 700 pieces of correspondence was elimi-
nated and current incoming mail of this nature addressed to
the DCI is processed within 24 hours.   25X1
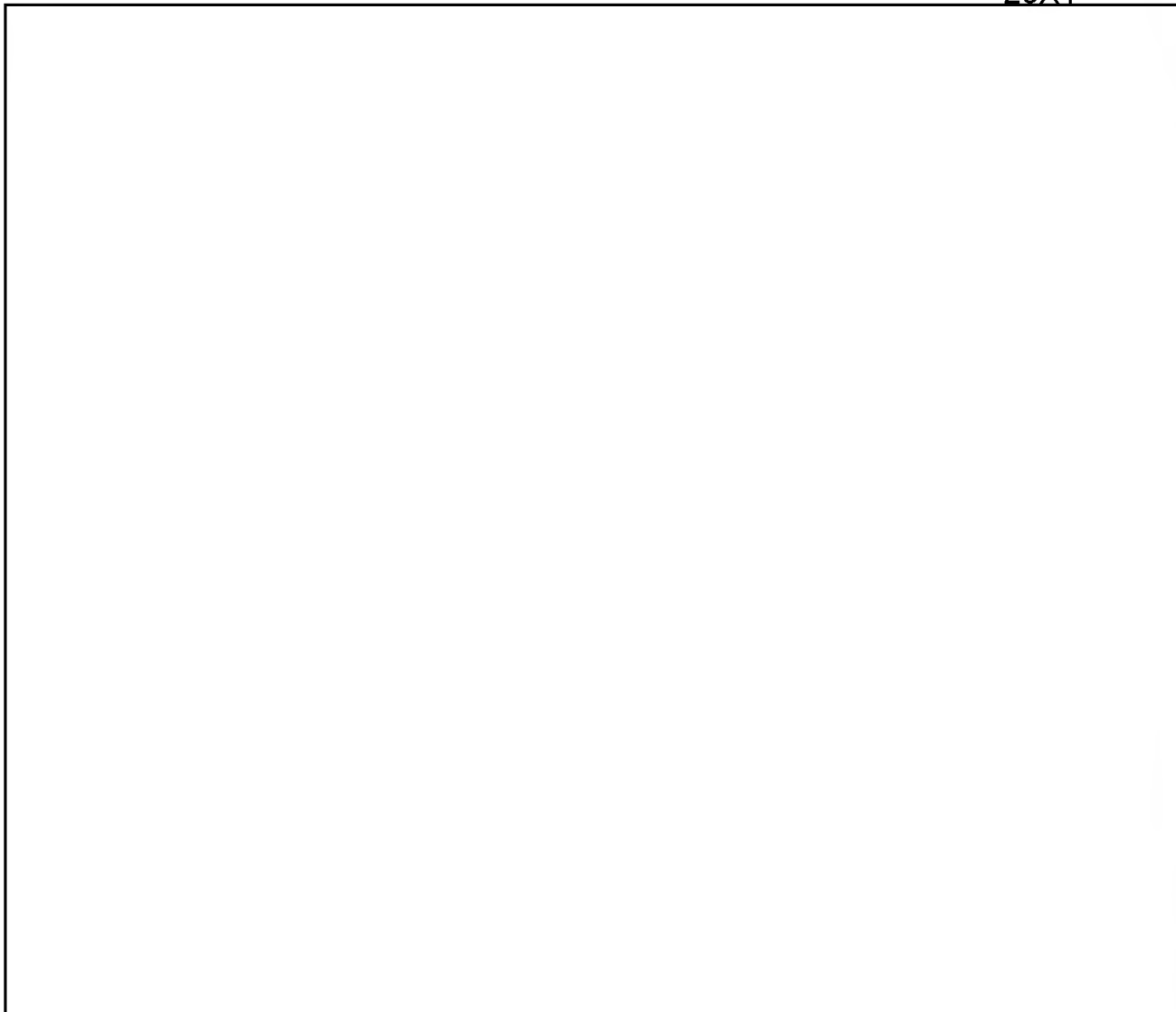
6.   Recordkeeping:

     a.   As of June 1973, the most critical problem facing
the Security Records Division was a lack of space for expanding
record holdings. A two-pronged program involving mobile shelving
and the microfiching of records has solved this problem until
approximately 1985 at present growth rates. The installation
of mobile shelving increased existing storage space approxi-
mately 28.5 percent from a capacity of 15,429 linear feet to
a capacity of 19,845 linear feet. By means of the microfiche
program, security files meeting criteria for retirement are
reduced to 6 inch by 4 inch cards holding up to 60 frames each.

Approximately a 40 to 1 gain in storage space is being realized through the microfiche process. As a result, the retired security file holdings at the Agency Record Center are not being increased, which in effect results in zero net growth in these holdings at the Record Center.

      b. During FY 1974, the Office of Joint Computer Support developed at the request of the Security Records Division an "automatic delete" capability for removing names no longer useful from the Office of Security Personal Index. This index peaked on 31 October 1973 at 2,012,761 entries. Using this program, more than 90,000 records were automatically deleted for situations in which numerous "reference cards" are indexed to one security file; manual purging further reduced the size of the index to 1,900,515 entries. If these "deletes" had been punched on a card by card basis, it would have required about ten man-months of work by cardpunch operators.

      7. Physical Security - Access/Facilities:

      a. A program of comprehensive security surveys of all overseas stations and bases is carried out in coordination with priorities established by the Operations Directorate. An attempt is made to visit each facility not less than once every two years. Under the Office reorganization of July 1973, the former Overseas Security Support Division (OSSD) was integrated as a branch within the Physical Security Division. The new Overseas Security Branch (OSB), with security support responsibilities for Agency facilities overseas was not fully staffed until November 1973. This staffing problem, coupled with the need to train newly assigned officers, the priority worldwide lock modification program, and four unscheduled special assignments due to the terrorist threat, necessitated eliminating four

25X1

25X1

     c. The Safety Branch of the Physical Security Division is responsible for the Agency's safety and fire prevention program. Although 23 fire and safety surveys were programmed, only 14 were completed attributable to a 14 man-month personnel shortage and an unsettled period covering the illness and death of the branch chief. Six after-hours, unannounced tests of fire alarm systems in the Headquarters Building were scheduled to evaluate the Security Duty Officer and Federal Protective Officer response. These test exercises were completed with satisfactory results. In May 1974, the Agency underwent a safety and health audit by Office of Federal Agency Programs, Department of Labor, under the provisions of the Occupational Safety and Health Act of 1970. The results of this audit will be discussed and implemented in FY 1975.

     d. During FY 1974, there were several events which impacted principally on the Headquarters Security Branch, Physical Security Division. On Sunday, 26 August and Sunday, 16 September 1973, representatives of the NBC, ABC, and CBS television networks, UPI and The Washington Post were escorted and hosted through a filming process of the Headquarters compound. This was the first such access granted to the media. The Agency's Family Visitation Program, held on a succession of Saturdays, 3 November through 1 December 1973, required special support from the Office of Security. On 24 February 1974, the Office provided support to an Office of Logistics operation involving the placement of two chiller units and auxiliary material in the South Courtyard of the Headquarters Building by a United States Army Sikorsky Skycrane (CH54). During the period 7 through 14 March 1974, 500 man-hours were expended by Office personnel in the review of 51 tapes maintained in the Security Duty Office to assure that the contents had no bearing on inquiries made to the Agency by the Senate Select Committee on Presidential Campaign Activities in relation to the Watergate affair. Finally, on Saturday, 11 May 1974, over

SECRET

20 officers supported the Agency's first Alumni Day by providing assistance at the compound gates, parking lots, auditorium, main entrance, command center, and Security Duty Office.

8. Personnel Security - Applicant/Employee:

a. As a result of the Office reorganization, the Clearance Division began to function 1 August 1973 as an amalgam of the investigation and adjudication functions previously residing in two separate divisions, each in different directorates. This consolidation necessitated establishing new functional areas, new branch and section structures, and the additional training of personnel in case processing, field office investigative assignment, and supervision and appraisal functions. Statistical reporting formats and procedures were also restructured. A special study group was convened within the Clearance Division for a review of the clearance process, and published on 20 February 1974 a report outlining new clearance policies and guidelines. Action was taken to eliminate unproductive and unnecessary coverage within the limits of statutory requirements, to limit coverage of credit and secondary education, and in some cases to eliminate certain National Agency Checks. The scope of investigation was curtailed in certain contractor employee reinvestigation cases and neighborhood coverage was streamlined. As a result, case processing time, particularly for staff applicants, was accomplished in an overall average of 55 days in FY 1974, compared to 70 days in FY 1973 and 74.5 days in FY 1972.

b. The extent of drug abuse in our culture continues to impact on personnel security adjudication, substantially adding to the time to complete a case at each stage of its processing. Close coordination with requestors, particularly the Office of Personnel on staff applicant cases, saved time and money in investigation and adjudication in those instances where initial or early information clearly indicated that Agency standards for employment could not be met. The Clearance Division continued responsibility for the ongoing Agency drug seminar program for employees and dependents being assigned overseas. During FY 1974, 24 drug abuse seminars attended by 735 employees and dependents were presented.

c. Quantitatively, during FY 1974, there were 44,520 security approvals, certifications, and review actions

SECRET

25X1

9. Executive Direction, Management and Administration:

a. In the area of career management, the Office of
Security's Career Board, in conjunction with the Security
Management Advisory Group, restructured the Individual Career
Advancement Program and redesignated it the Assignment Preference
Program. Through an Assignment Preference Form, all employees
grade GS-15 and below have the opportunity to make known their
assignment preferences, career goals, training desires, and
factors that should be considered by management in planning
future assignments and career development. Sub-panels have
also been developed to support the professional Career Board
in making recommendations to the Director of Security regarding
appointment, reassignment, training, promotion and retirement
of all personnel under their cognizance.

b. The Office of Security, in conjunction with the
overall Agency program for Equal Employment Opportunity (EEO)
has developed an affirmative action plan. In an effort to
bring new blood into the Office while at the same time ensuring
that certain EEO goals are satisfied, new Office criteria for
entrance into the professional ranks were developed. The
Candidate Selection Panel was created to oversee recruitment
efforts and to interview selected candidates including members
of minority groups and women for possible professional employ-
ment with the Office of Security. It is hoped that four black
professional employees will enter on duty for the September
1974 new agent class.

c. Under security training activities, a new Security
Reindoctrination Program was developed during FY 1974 for
presentation to Agency personnel in the Headquarters area. This
program is undergoing final modification to bring the presentation
within a 45 minute time frame. Its formal presentation should
begin in August 1974. A new Safety Course was developed in
FY 1974 to acquaint Agency personnel with the Federal Safety
and Health Act and the problems involved in maintaining various
safety programs. Two sessions were conducted for 31 personnel.
A revised and expanded Special Agents Training Course was
formulated in FY 1974 and will have its first running in
September 1974.

SECRET

SECRET

25X1

e. The numerous amendments to the Freedom of Information Act now pending before Congress, as well as proposed legislation to protect personal privacy and regulate data banks, has inundated the Office with bills to review from a security standpoint for the Agency. The Plans, Programs Branch, Plans, Programs and Administration Division, worked closely with the Legislative Counsel on these matters throughout the fiscal year.

f. An Office of Security Policy Review Conference was held on 21,22 June Preparatory work in support of the agenda was handled by the Plans, Programs Branch. The conference was attended by the senior managerial level of the Office. The primary objective of the conference was to initiate an overall review of Office policies, procedures, and programs. 25X1

SECTION D - RECOMMENDATIONS

1. The Office of Security had several major management problems at the outset of FY 1975. In brief, they may be described as follows:

a. The need to review, revalidate, and update Office activities and operations to assure that they are meeting the present needs of the Agency. The polygraph program may be cited as an example. If the polygraph is still of value, how can it continue to be used as an effective tool to determine whether a hostile service has compromised the Agency's human assets in the face of a national concern over the invasion of and rights to privacy of Americans.

b. The need to continue to evaluate and modify the career management system of the Office consonant with the Agency's new approaches to personnel management and to expand this aspect of management to include clerical employees.

SECRET

c.   The need to better manage and develop the professional security officer by careful recruitment, training, and monitoring of his initial period of employment to assure that the long-range relationship will be beneficial to both the individual and the Office of Security.

d.   The need to develop closer liaison with the Operations Directorate in matters of overseas technical audio countermeasures and physical security. An objective for FY 1975 is to complete a review analyzing the hostile threat and the progress made in controlling it. The Office sees the need to validate requirements for this activity. The operational climate and record of an overseas facility should be assessed from all angles as well as the overall operational importance of the facility in the Agency's collection effort.

e.   The Office of Security objectives for FY 1975/1976 have been carefully drawn with an eye on reasonable achievement. Five are to be tracked at the DCI level, five at the Management and Services Directorate level, and three require Office coordination with other Offices in the role of action agents. Twelve objectives have been developed at the Office level covering physical and technical security, clearances, compartmented information control, security guidance for automated information system handling, and management and administration.

2.   In addition to the above management problems, there are two requiring support outside the capability of the Office. These are the need to find a way to overcome the continued loss of overseas slots for security careerists and the need to fill clerical position vacancies in the Office in a more timely manner. As of the beginning of FY 1975, the Office stood with a clerical shortage of 16 employees.

Next 1 Page(s) In Document Exempt